

**ROUTING AND TRANSMITTAL SLIP**

Date

1 December 1986

<b>TO: (Name, office symbol, room number, building, Agency/Post)</b>		<b>Initials</b>	<b>Date</b>
1. William F. Donnelly Deputy Director for Administration		WFD	DEC 1 1986
2. 7D24 Hqs			
3.			
4. DDA Registry			
5.			
<b>Action</b>	<b>File</b>	<b>Note and Return</b>	
Approval	For Clearance	Per Conversation	
As Requested	For Correction	Prepare Reply	
Circulate	For Your Information	See Me	
Comment	Investigate	Signature	
Coordination	Justify		

**REMARKS**

Bill:

I thought you would want to know how  
I announced your decision to our people.

3 103-20

DO NOT use this form as a RECORD of approvals, concurrences, disposals, clearances, and similar actions

**FROM: (Name, org. symbol, Agency/Post)**

DOIS

**Room No.—Bldg.**

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\* U.S.G.P.O.: 1983-421-529/320

**OPTIONAL FORM 41 (Rev. 7-76)**Prescribed by GSA  
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Ladies and Gentlemen:

I appreciate your coming here today on such short notice, but there is something important we have to discuss and this was the only way I could think of handling it.

It is my sad duty to tell you that a decision has been made by our superiors that in January OIS and the MI Career Service, as we know them now, will cease to exist. IRMD and its related information handling and management activities--that includes the RMO function, the Service Centers, and the registries--will meld with other such activities in the OIT. The remaining three divisions, CRD, IPD, and RPD will move to the DD/A level as a staff, temporarily, until a more formal organizational decision is made.

In terms of timing, the DD/A in December will make the formal announcement. Soon after the holidays, OIT representatives and we here will begin the work of transferring ceiling, budget, programs, etc. Sometime by mid or by the end of January that work should be completed. When it is, we close the books on OIS and the MI Career service as they exist today.

I know that some of you have heard rumors about this and I regret that very much. I was told to keep it quiet until the DD/A was ready. I honored that request, and I'm sorry that others who knew this was going to happen didn't honor it as well. As for me, I've known this for only a couple of weeks. I finally told the DD/A that I couldn't keep this from you any longer and asked his permission to tell you now rather than later.

I know this decision comes as a shock, and that you~~r~~ are going to worry about what it means for the office, the programs, and you individually. Let's talk about that a little; afterwards, I'll be happy to take your questions.

First, let me tell you that Mr. Donnelly has assured me that the decision has nothing to do with me or with the performance of the office and our careerists. To the contrary, he complimented me and you for what we have been able to do with our limited resources and our many achievements this past year.

Rather, this decision is the inexorable result of the growing realization that the data explosion and technological revolution that have been occurring and that have been increasing almost every day would require different organizational responses and action in order to come to grips with it and to get the Agency ready. The Agency needs to get itself ready if it is to fulfill its statutory obligations as well as its duty to the President and the country to maintain the best intelligence service in the world.

Some of you know the DD/A. You know what he did in the IMS/D/O, in Commo and in OIT. He certainly is one of the best managers, if not the best, in the Agency. Moreover, he is blessed with a vision that allows him to look forward in the future where he can see what things will be like then and what has to be done now to get ready for then. We may not like it, or even can't understand, but what is happening to us is part of that vision and I urge you to accept it in that context. Our superiors believe that the decision is in the best interests of the Agency and our programs. I will accept their judgment. It is because of that that I will get over my disappointment, indeed sadness over what is happening.

Almost two years ago I was informed that a high level decision had been made to merge OIS with OIT that would be effective in March 1985. I fought this decision, was able to get it deferred, but the problem did not go away.

When Mr. Kerr became the DD/A, he had a special study conducted and concluded that he was satisfied with the present line up. But I knew even then that the problem did not go away with that decision and that it would come up again. Despite the cloud that kept hovering over our heads these past two years we moved out in all directions, took some important initiatives, started a momentum that was really impressive. Because of the many achievements we attained this past year, I could really hold my head high when my last effort to keep this from happening failed. I knew we were having a great year, and that we expected to have an even better one next year, and that we were giving the Agency big bang for the buck. Most of all I am proud of what we have done for our people.

When you look at the OIS decision, and the relocation of functions from Commo to OIT last year in the broader view, you really can't argue with this kind of realignment. The world, and the Agency, is changing. The incredible technological changes that are occurring, almost every day, are changing almost everything we do. Can any one really not believe, for example, that information is now or soon will be created electronically, disseminated, electronically, and stored in the same way. OIS has seen this and has already taken action to come to grips with this fact of life.

In this context, therefore, what is happening to us does make sense, was going to happen sometime anyway, and our superiors have decided that the time to start was now rather than later. I had been hoping, however, that OIS and the MI service could continue and that management would decide to increase our programs and our responsibilities and I made some such recommendations. It was not to be.

I want you to know that for almost two years I fought this decision, but now that it is made I will support it. Let me help you now to try to accept the decision so that you too can support it.

-Mr. Donnelly is fully aware that this decision is a traumatic one for our people and he is prepared to ease this transition as much as he can. He has instructed those in OIT who will work with me during the transition to give careful attention to the people needs of those who are affected. In the short term, the MI career service will continue for them until OIT can work out systems that will fully protect the status of our people. Obviously, some adjustments will be made in the longer term. But he knows how deeply concerned I am about the welfare of our careerists and he has assured me that these concerns will be fully considered and attended to. I for one am prepared to believe that he is sincere on this and I ask you to believe him also.

-For those who will be going to OIT, think now in terms of being a part of an office with huge resources, money and people. This has enormous implications for our programs and our people. OIT will be able to support these programs in a more direct way with their own funds whereas I was always out there having to beg for funds to take initiatives.

-For our people, especially those who have both the aptitude and the potential, entire new occupations are open to you for career development and advancement. I will be urging OIT leadership to devote as much time as we have to the needs of our careerists--counseling, rotations, recognition. We were able to commit a lot of time to those needs and I have every reason to believe that OIT will do the same.

For the three divisions that remain, arrangements will have to be made for their organizational location and support. Things like career designations, funds, panels for ranking and promotions and the like will have to be established. They will not be brushed aside or forgotten, believe me, because what they do is important, are statutory programs, and in the cases of CRD and IPD are subject to heavy oversight from the Congress. I have made some recommendations to the DD/A covering those three divisions in the short term and in the long term. The chances are that they will revert to a staff like it was before OIS was created in 1980, but as soon as the DD/A decides, I'll let you know.

Before I open it up to questions, let me say something more.

I have really become attached to OIS and the MI Careerists. In my almost 34 years of Agency service, I've had the chance to work with a lot of people throughout the Agency and I'll tell you this. I have never seen nor worked with a group like we have here-- Your work ethic, your attitude toward your job and the Agency, the fact that most of our careerists are bootstrappers--that is, everything they got they worked for and most of them worked up the ladder from the bottom. I love bootstrappers and I've often told you how much I respect them, and you. Our people are not prima donnas, are willing to work for and earn everything they aspire to and carry out their responsibilities in a dedicated, conscientious way.

It really has been a privilege working with you and my service here has indeed be rewarding and satisfying. I have been warmed by your response to my management style because you have convinced me more than in any other position I have held that that style works.

- treat employees like human beings, who have feelings and aspirations;
- create a work environment based on trust and confidence
- deal with them openly and honestly
- recognize them fully when they have earned that recognition.
- if you do all that, the work will get done and well.

-As you all know, we have struggled with limited funds and personnel to take initiatives, to get programs moving, and to reach out in all directions to improve our performance and increase out visibility. We have done a terrific job with what resources we have and I am very proud of all these achievements and was looking forward to 1987 with great anticipation.

When we close the books on OIS and the MI career service let's all look back at these years with pride in who we are and what we have done. We can hold our heads high.